



EXECUTIVE BRIEF

**Executive Director,
Development and
Alumni Relations, Smith
School of Business**

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FOR MORE INFORMATION

KCI Search + Talent has been retained to conduct this search on behalf of Queen's University and Smith School of Business. For more information, please contact Tara George, Partner - KCI Search + Talent, at Smith@kcitalent.com. All inquiries and applications will be held in strict confidence.

Please note the deadline for submission is Sunday, May 28, 2023. Please note: Candidates should send a résumé and letter of interest to Smith@kcitalent.com AND candidates must also submit their materials via the [Queen's University CareerQ employment portal](#).

Smith School of Business and the Office of Advancement at Queen's are committed to embodying the principles of Indigenization – Equity, Diversity, Inclusion, Anti-Racism and Accessibility (I-EDIAA). As an employer, we value equitable opportunities and are working to nurture a culture of inclusion and belonging for all. Additionally, we encourage candidates from equity-deserving groups and those with lived experience of marginalization and oppression (including Indigenous, Black and People of Colour, Women, 2SLGBTQIA+ and Persons with disabilities) to apply. For more information, visit our Human Rights and Equity Office Website: <http://www.queensu.ca/hreo>.

The University invites applications from all qualified individuals. All qualified candidates are encouraged to apply; however, in accordance with Canadian immigration requirements, Canadian citizens and permanent residents of Canada will be given priority.

The University is committed to the principles of the Accessibility for Ontarians with Disabilities Act (AODA). Smith School of Business and the Office of Advancement at Queen's seek to provide an inclusive and barrier-free work environment, beginning with the recruitment process, and provide accommodation as needed for applicants with disabilities. If you require accommodation throughout any stage of the recruitment process, please contact Tara George with any inquiries or for assistance.

Executive Director, Development and Alumni Relations

Smith School of Business

Queen's University

Kingston, Ontario, Canada

THE OPPORTUNITY

Reporting to the Associate Vice-Principal (Development), with joint accountability to the Dean, the Executive Director, Development and Alumni Relations, will provide leadership to Advancement activities for Smith School of Business. This will include providing strategic, tactical, and high-level expertise, direction, and facilitation in the development, implementation, and oversight of fundraising strategies designed to maximize long-term financial support for Smith's fundraising objectives and priorities, alongside the strategic and tactical execution of an alumni-relations program that supports increased alumni engagement.



In partnership with the university-wide Advancement team, senior university administrators, senior volunteers, and Smith School of Business staff, the Executive Director will lead advancement activities by facilitating strategies, monitoring and coordinating initiatives, and ensuring that next steps are completed in a timely manner with the goal of maximizing lifetime engagement and philanthropic support for the university.

The Executive Director will manage a diverse and sophisticated portfolio of major and principal-gift level donors, estates, corporations, and foundations. The incumbent will be a recognized leader in the field of fundraising and will serve as a key adviser to the Dean of Smith School of Business, the Associate Vice-Principal (AVP) (Development), Vice-Principal (Advancement), senior university administrators, the Development Leadership Team, volunteers, and the university more broadly.

Location: We envision that this position will be based full-time in Goodes Hall, 143 Union St., Kingston, Ontario. As well, in order to meet with donors, alumni, and volunteers, this position requires travel within and outside of Canada. Work on evenings and weekends is occasionally required.

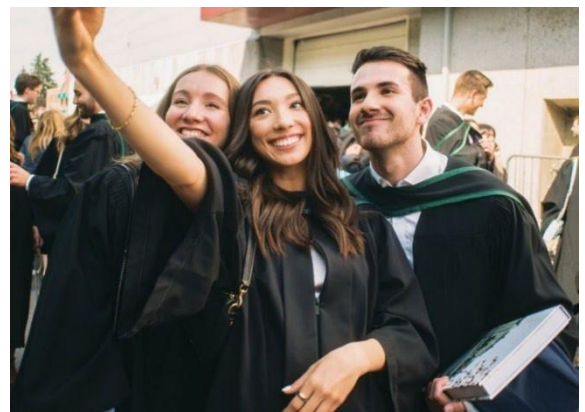
Compensation: This is a full-time, permanent position. Queen's offers a progressive compensation and benefits package including extended health, pension, and paid vacation. Queen's and Smith both strive to provide career enrichment, as well as staff learning and development opportunities. Contingent on demonstrated experience, qualifications, and competencies, the salary range for this role is \$135,000 to a maximum of \$170,000.

ABOUT QUEEN'S UNIVERSITY

Widely recognized as one of Canada's leading universities, Queen's University has an international reputation for scholarship, research, social purpose, and spirit. Founded in 1841 and located in Kingston, Ontario, Queen's is committed to using its talents and resources to rise to the challenges facing our local, national, and global communities.

Queen's student body consists of approximately 24,000 undergraduate, postgraduate, and professional students, drawn from more than 100 countries and every Canadian province and territory. International students make up 10 per cent of the full-time student population, and 95 per cent of the student population comes from outside of Kingston. Our alumni body of 150,000+ stretches around the globe.

Queen's attracts extraordinary students. The average entrance grade of incoming undergraduate students was 89.5 per cent in 2019, ranking first in the annual *Maclean's* University Rankings. When compared with 500 other institutions as part of the Collegiate Learning Assessment, first-year Queen's students rank in the 90th percentile for critical thinking, problem solving, written communication, and lifelong learning skills. By fourth-year, our students are in the 98th percentile, underscoring Queen's transformative learning experience. Queen's ranked fifth among medical-doctoral universities according to *Maclean's*, and third for student satisfaction.



Queen's offers a full spectrum of undergraduate and graduate research-based programs, with a concentration of expertise in physics, chemistry, cancer research, geosciences, environment and biodiversity, social determinants of health, surveillance studies, and art history and art conservation.

Queen's is [a member of the U15, Canadian research-intensive universities](#). Research plays a critical role in the University's ability to contribute knowledge and ideas to Canada and to the world.

In 2017, Queen's launched a five-year faculty renewal plan to further research and academic excellence. The university is currently in the process of hiring 200 new faculty members to bolster the vibrancy of our teaching and learning. [Dunin-Deshpande Queen's Innovation Centre](#) is actively building a global hub for innovation and an innovation eco-system for Eastern Ontario.

The campus also has a fully integrated network of six [libraries](#) and is home to several outstanding museums and arts facilities, including the [Agnes Etherington Art Centre](#), which recently received a \$54-million donation to help fund a major expansion, and [the Isabel Bader Centre for the Performing Arts](#).

Queen's is home to a STEM-field Nobel Prize winner, 46 Canada Research Chair holders, a Canada Excellence Research Chair, a Canada 150 Research Chair, a Canada First Research Excellence Fund award, and is second in Canada in faculty awards. Queen's is also the recent recipient of three Canada Foundation for Innovation grants under the Major Science Initiatives fund and two Networks of Centres of Excellence grants, all of which recognize the awarded research centres and scholars as national and international leaders in their respective research fields.

ABOUT SMITH SCHOOL OF BUSINESS

This is business now. Business happens beyond boardrooms, markets, and borders. Cultural shifts, geopolitical changes, technology innovations – it all impacts business. Smith anticipates the rapidly changing business landscape and prepares our students to thrive in it.

Smith School of Business is renowned for its excellence, innovation, and leadership in business education and research. From establishing the first undergraduate business degree in Canada over a century ago to creating ground-breaking programs and courses in areas including artificial intelligence, fintech, analytics, cultural diversity, team dynamics, and social impact, Smith School of Business is at the forefront of preparing students for the business marketplace.

Goodes Hall is the home of Smith School of Business on the Queen's University campus in Kingston. In addition, the School delivers programs and classes at SmithToronto, a modern learning and events facility in the Toronto business district, and operates Boardroom Learning Centres across Canada. Smith also delivers a Master of Finance program in Beijing, China.



With more than 3,800 undergraduate, graduate diploma and postgraduate students every year, and more than 3,500 participants annually in executive education programs, Smith delivers an outstanding learning experience. Small class sizes, personal attention, individual and team coaching, opportunities for specialization, and a deep commitment to student success characterize the SmithEdge.

Smith attracts top students from across Canada and around the world. Globally, the school has international exchange partnerships with more than 130 respected business schools in 40 countries and welcomes more than 500 international exchange students annually. Every year more than 700 Smith students travel to international destinations to participate in an international exchange or for learning or global business projects.

The 100+ faculty at Smith School of Business advance business management and society through exceptional research. Research success is the result of the commitment and knowledge of faculty, students, and staff, and of the collaborations and partnerships that extend impact. Smith expertise is shared through the Smith Business Insight platform of content and events.

Our more than 28,000 alumni in more than 26 countries are provided with many resources and services, including SmithConnect, an exclusive online student and alumni directory and engagement platform, as well as business clubs, networking events, reunion planning, continuous learning opportunities, career services and special offers on a variety of services.

As well, alumni are encouraged to give back to their alma mater by sharing their time, knowledge or financial support, to help "pay it forward" to the next generation of business students.

Led by volunteer alumni executives, the growing network of Smith Alumni Chapters presents a variety of events and activities for Smith alumni around the world. Events focus primarily on professional development and networking opportunities, and often feature top-notch speakers and panelists from the ranks of our own alumni.



ADVANCEMENT @ QUEEN'S

Philanthropy, in the form of volunteerism and donations, has been an essential ingredient in Queen's success over its 182-year history.

Led by the Vice-Principal (Advancement) and in partnership with the university's senior leadership, the Office of Advancement leads and coordinates the alumni brand, including alumni relations, marketing and communications, fundraising, and stewardship to build life-long relationships with alumni, volunteers and friends of Queen's to advance the strategic vision and academic mission of the university.

The Office of Advancement's mission is to foster relationships that advance Queen's and contribute to a better world. Our core organizational values, chosen by Advancement staff in 2020, are: Accountability, Collaboration, Customer Service Orientation, Inclusion, and Integrity.

Advancement uses a centralized/decentralized model comprised of approximately 140 positions across The Office of Advancement and within faculties. The Office of Advancement provides systems and supports for all advancement activities, strategies, and fundraising for university-wide priorities and assistance for faculty/school/department priorities.

ADVANCEMENT STRATEGIC PRIORITIES

With Advancement's assistance, the university has made significant progress in the priority areas of its Strategic Framework: Student Learning Experience; Research Prominence; Financial Sustainability; Internationalization.

In May 2020, the Office of Advancement launched a new strategic plan, [*Forward, Together*](#), that will direct our path for the next five years. Building on strengths that have been honed during the 10-year *Initiative Campaign* (2006-2016), we will focus on six strategic directions:

1. Shape the future of the university
2. Develop a high-performing Advancement culture

3. Grow key programs: Alumni programming and annual giving
4. Grow key programs: Major, principal and planned gift fundraising
5. Grow key programs: Communications
6. Develop leadership capacities for Advancement

Queen's last capital campaign concluded in April 2016. The *Initiative Campaign* raised more than \$640 million, surpassing the \$500-million goal set at the beginning of the campaign. This resulted from the support of more than 60,000 donors – 35,000 of whom were alumni – for the advancement of the university's top priorities. This includes one of the University's largest gifts to date, a \$50 million gift from Stephen Smith in support of the then-unnamed business school.

Queen's students, researchers and community continue to benefit from the generous support of donors. On average, Queen's has raised approximately \$67 million in philanthropic support over the last five years, over \$6 million of which has been raised in support of initiatives and programs at Smith School of Business. With a fundraising priority setting process now underway, Smith and Queen's have aspirations to continue to sustainably grow fundraising revenue long term.

In 2023 Smith will launch a new five-year strategy aligned to Queen's strategy and with the core purpose of being: a safe and inclusive learning community for leaders to create, debate, and implement impactful ideas that propel business and society forward.

ADDITIONAL BACKGROUND & RESOURCES

- [Smith School of Business](#)
- [About Queen's](#)
- [Smith School of Business – Year in Review](#)
- [2021-2022 Financial Statement](#)
- [Inclusive Queen's](#)
- [Office of Indigenous Initiatives](#)
- [Office of Advancement website](#)
- [Advancement strategic priorities](#)
- [Office of Advancement Values](#)
- [Awards and Recognition](#)
- [Weekly Advancement eNew– ALTogether Now](#)
- [Human Rights and Equity Office](#)
- [Queen's Administration and Governance](#)
- [University Council](#)
- [Research at Queen's](#)
- [Queen's University Alumni Association](#)
- [Queen's Student Alumni Association](#)
- [Queen's Economic and Community Impact](#)
- [Queen's 2023 Viewbook](#)
- [Discover Kingston](#)
- [Quick Facts](#)

KEY AREAS OF RESPONSIBILITY

The Executive Director, Development and Alumni Relations role focuses on the following key activities:

Strategic Leadership

- Leads a comprehensive fundraising and alumni-relations program for Smith School of Business designed to obtain maximum long-term financial support for the School from a wide range of potential donors.
- Works closely with the Dean of Smith School of Business to establish strategic plans for increasing philanthropic revenue within the School. Provides expert guidance to all levels of university administrators involved in the various activities associated with the Office of Advancement, including providing high level commentary on priorities and call briefings.
- Serves as a trusted adviser, and university-wide resource and liaison to donors, the Dean and senior administrators in Smith School of Business, the Office of Advancement, senior university officials, volunteers, allied professionals, executors, and others, to coordinate strategies and help secure major, principal, and planned gift commitments, as well as alumni engagement.
- Works with the Dean of Smith School of Business and the AVP to plan and execute annual and long-term strategic and integrated fundraising and alumni relations plans based on reliable internal and external data analysis.
- Serves as a member of the Development Leadership Team and as a member of the senior leadership team at Smith School of Business.

Fundraising & Donor Engagement

- Develops and maintains an in-depth knowledge of Smith School of Business and the university's activities, funding priorities and needs. Applies this knowledge in matching the interests and needs of prospective donors with the strategic needs of the university.
- Fosters and reinforces a non-territorial, sophisticated approach to donor-centric philanthropy that encourages collaboration, flexibility, and responsiveness. Stays abreast of philanthropic developments, giving vehicles, and/or relevant legislation that may assist in maximizing revenue.
- Formulates comprehensive and mini fundraising campaigns, fundraising projects and programs for the university including the development of campaign strategies, targets, metrics, and analysis. Translates broad goals into achievable steps.
- Oversees the planning and execution of campaign launches relevant to the portfolio.
- Manages prospect lists of Major and Principal Gift donors with particular focus on those at the \$1M+.
- Develops strategies, identifies, evaluates, cultivates, solicits and stewards net-worth prospects and major gift donors.
- Personally manages a portfolio of prospective and major-gift donors.
- Motivates and organizes a broad range of influential volunteers and university senior administrators who will assist in securing philanthropic commitments.
- Oversees the production of tailored major-gift proposals and case statements relevant to the portfolio.

Team Leadership

- Promotes a culture of inclusion that embodies Queen's, Smith School of Business, and Advancement values, with a commitment to the university's equity, diversity, accessibility, and inclusion initiatives designed to foster an inclusive, supportive, and welcoming work environment for individuals with diverse backgrounds and identities.
- Manages Smith School of Business advancement staff, meeting with them on a regular basis to review progress against annual goals and engagement/pipeline strategy development. In consideration of progress to date, takes a lead role in identifying and implementing further opportunities and strategies that may have arisen to ensure goals will be met.
- Plans, prioritizes, and manages the work of employees, providing strategic and tactical advice, guidance and coaching. Identifies the need for staff resources, participates on staffing committees, and makes effective recommendations regarding employee selection.
- Manages performance by establishing performance standards, reviewing and evaluating performance on an ongoing basis, and conducting annual talent reviews and formal performance reviews.
- Assesses staff training and development needs and ensures that employees receive training required to improve and sustain successful performance.
- Investigates, addresses and resolves employee/labour relations issues, including making decisions regarding disciplinary and discharge matters.
- Works closely with human resources and leadership in Smith School of Business to ensure alignment with internal School HR practices, policies and initiatives.

Program and Operational Leadership

- Works closely across all administrative portfolios within Smith School of Business to ensure alignment, co-ordination, and collaboration within the school.
- Works with Advancement colleagues on internal and external communications, briefing notes, research profiles, funding proposals, gift agreements, stewardship reports, and accountability reports. Ensures all necessary constituents are involved in key efforts focused on specific prospects.
- Collaborates with Donor Relations to establish timely and appropriate stewardship plans, ensuring gifts are handled and recognized according to sound Advancement practices.
- Works closely with the Marketing and Communications team within Smith School of Business, and within Advancement to ensure fundraising and alumni initiatives align with the institution's and School's general planning and communication strategies and internal brand standards.
- Represents the university and the Office of Advancement to internal and external audiences, ensuring understanding and adoption of University Advancement policies and procedures.
- Develops measurements for timely evaluation of program performance and forecasting.
- Analyzes data, tracks activity and prepares reports required to formulate, execute, evaluate and benchmark strategic and priority driven implementation plans.
- Reports findings to the School's committees as well as the AVP (Development) and implements changes in strategy as required.
- Ensures all contact reports are recorded in a timely fashion on the Advance database.
- Develops measurements for timely evaluation of program performance and forecasting.
- Manages the operating budget for the advancement portfolio in Smith School of Business.

REQUIRED QUALIFICATIONS AND COMPETENCIES

Strategic Leadership

- Proven success developing and implementing strategic plans and meeting objectives.
- Strategic planning, budgeting, and financial management skills to oversee and forecast assigned budget portfolio and assess budget implications of strategic initiatives.
- Ability to think and act strategically, creatively and dynamically in a high-pressure work environment.
- Comprehensive understanding of the administrative, academic, and governance structures of the university environment and the challenges faced by post-secondary institutions.
- Ability to make difficult and complex decisions with good judgment and with acute sensitivity to the political environment and reputation of Smith School of Business, Office of Advancement, and the university.

Fundraising & Donor Engagement

- Minimum 10 years of progressive experience engaging with donors and managing fundraising programs with a focus on principal, major, and planned giving, preferably in a university setting.
- Demonstrated ability to inspire and raise donor sights, articulate aspirational goals, and institutional priorities, and effectively present philanthropic opportunities to prospects and donors.
- Outstanding prospect management and tracking skills including proven success identifying, evaluating, cultivating, soliciting, and stewarding donors at the major- and principal-gift levels. Strong record of involvement in soliciting seven-figure gifts.
- Experience working on institutional fundraising campaigns preferred, including directing and/or managing a portfolio of campaign prospects with a view toward satisfying the priorities identified by the university.
- Adept at interpreting the interests of donors and matching them to the strategic needs of the university.
- Highly motivated and results-driven individual able to set high standards and goals.
- Motivated by the opportunity to communicate the impact of a transformational gift.
- Proven success in working with volunteers to achieve shared goals.
- Holding or working towards the Certified Fund Raising Executive (CFRE) designation or equivalent would be considered an asset.

Team Leadership

- Stand behind/live Advancement's core values of integrity, inclusivity, accountability, collaboration, and service.
- Demonstrated commitment to fostering a diverse and inclusive work environment where there is mutual respect and collaboration across all teams.
- Proven leadership and human-resources management skills including recruiting, organizing, directing, motivating, and retaining staff and volunteers.

Program and Operational Leadership

- Ability to conceptualize creative plans and technical solutions for dealing with an array of administrative and financial matters facing Smith School of Business, University-Wide Advancement and fundraising activities.

- Strong analytical and problem-solving skills. Ability to compile and interpret data from a variety of sources, select appropriate methods of analysis, monitor emerging trends and issues in the sector, and disseminate information.
- Comprehensive understanding of how charitable and tax legislation affects complex principle, planned, and major gifts.
- Ability to adapt to changing new technology and trends, assess innovation for institutional benefit and impact.

Collaboration with Colleagues

- Strong customer-service orientation with a demonstrated passion for the university and its people.
- Recognized leader at building and managing long-term and productive relationships with donors, volunteers, colleagues, and senior university administrators.
- Ability to identify optimal approaches to secure co-operation from campus partners – senior administrators, faculties, schools, departments – in support of stakeholder engagement and fundraising strategies.

Communication

- Persuasive and creative communication, presentation, diplomacy, and negotiations skills that allow success both within the campus environment and in the field.
- Ability to convey technical, tax, and legal material related to charitable giving in both oral and written form effectively, concisely, and in a broadly accessible manner.

Education & Other

- Four-year bachelor's degree,
 - *Consideration will be given to the equivalent combination of education and experience.*
- The ability to travel for business purposes both locally and internationally without restriction.
- Satisfactory Criminal Record and Judicial Matters checks are required.

BIOGRAPHIES

Dr. Wanda Costen, Dean



Dr. Wanda Costen, Dean of Smith School of Business, joined the Queen's University community in July 2021. Dr. Costen is known for being a champion of inclusiveness in business, and her collaborative approach to leadership brings a unique combination of experience in academic leadership, research and teaching, as well as senior management roles in the private and public sectors.

Dr. Costen engages and collaborates with community and business leaders, and university faculty, staff, students, and alumni as part of her ongoing commitment to ensuring Smith School of Business research and teaching prepares its graduates to meet society's changing expectations of business.

Dr. Costen earned a Ph.D. in sociology at Washington State University, an EMBA from Pepperdine University, and Bachelor of Science from the United States Military Academy, and has undertaken research in areas such as managing diversity, racial, and gender inequality in organizations, women and leadership, and strategic human resources. Dr. Costen's passionate belief that businesses can drive positive social impact has made her a catalyst for partnerships between academia, business and public organizations on diversity initiatives and training programs throughout her career.

Dr. Costen is on the boards of the Kingston Economic Development Corporation, as well as the Business Schools Association of Canada (BSAC).

Michelle Fuko, Associate Vice-Principal (Development)



Michelle Fuko, Associate Vice-Principal (Development) has been in fundraising for nearly two decades, having worked with donors of all types: from annual fund donors to third party volunteers, principal gift donors to corporations and foundations. Whether it be in start-up non-profits in Tanzania, or complex institutions of higher learning in Canada, Michelle takes great pride in her passion for philanthropy and her drive to make a tangible impact in our communities and in the world.

Michelle is a strategic thinker with a track-record of turning vision into reality. She is an intuitive leader who identifies threads of opportunity across organizations and pulls them together to create organizational partnerships that drive results. She thinks big and inspires her colleagues to do the same. Her enthusiasm is contagious, and she uses that to create cultures of learning, innovation, and empowerment within the teams she leads.

She lives by the Dan Rockwell quote "Fitting in is unsophisticated self-sabotage, but effectively standing out requires finesse" and aspires to see the fundraising profession modernize to meet the needs of donors and the communities that are served through philanthropy.

LIVING IN KINGSTON & REGION

Nestled on the northeast shore of Lake Ontario, at the mouth of the St. Lawrence River, the historic city of Kingston is a thriving community more than 172,000 residents, boasting a superb quality of life due to its big-city amenities, affordability, waterfront location, and rich natural landscape. As the gateway to the Thousand Islands and the UNESCO designated Rideau Canal, Kingston is a city rich in history, culture, critically acclaimed attractions and cuisine.

Located about 2.5-hours' drive from Toronto and Montreal, 2 hours from Ottawa, and 40 minutes from the U.S. border, Kingston is easily accessible by highway, air, train, and bus.

Established as a fort in 1673, our city has a rich civic and architectural heritage, a safe and welcoming environment, and economic anchors of academia, government, and industry. Kingston's industrial base consists of several thriving multinational companies and a strong core of small- and medium-sized businesses in a variety of sectors including manufacturing, mining, research, and development.



More than anything, Kingston is a university town. Named by the BBC as one of the top 5 university towns in the world, Kingston is home to more than 30,000 students studying at three post-secondary institutions, including Queen's.

Within a 10-minute walk from campus, one can access all that our downtown has to offer: shops, restaurants and cultural resources, waterfront pathways and the 19th-century buildings and homes that signify Canada's "Limestone City." Kingston's civic pride in its gardens and green spaces has made it a frequent Communities-in-Bloom

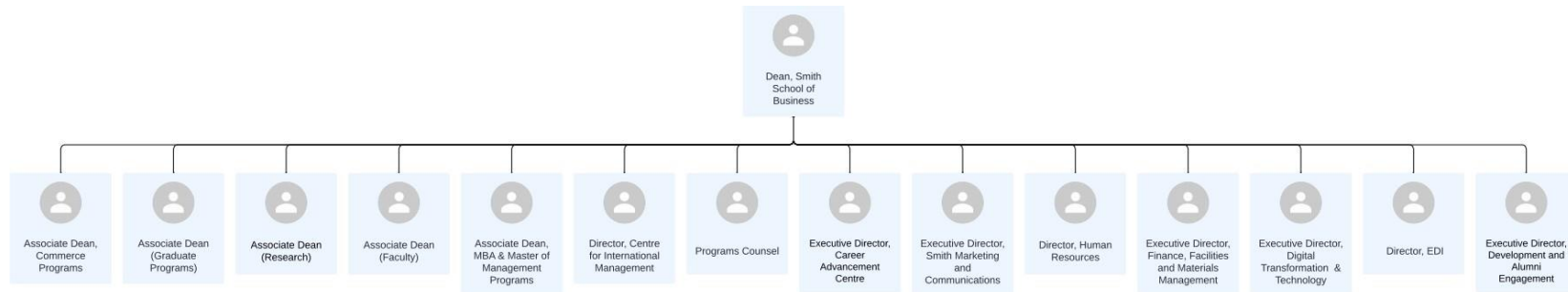
winner. Kingston has also maintained its dominance in quality health care – with the city's largest academic hospital being ranked one of Canada's top hospitals by *Newsweek* for a fifth consecutive year.

Cultural, recreational, and community activities abound in the Kingston region. Kingston has a symphony orchestra, many homegrown musical groups, amateur and professional theatre companies, performing and fine-arts schools and programs. In addition to a wide variety of organized sports and recreation programs, our region also offers easy access to nature for water sports and hiking.

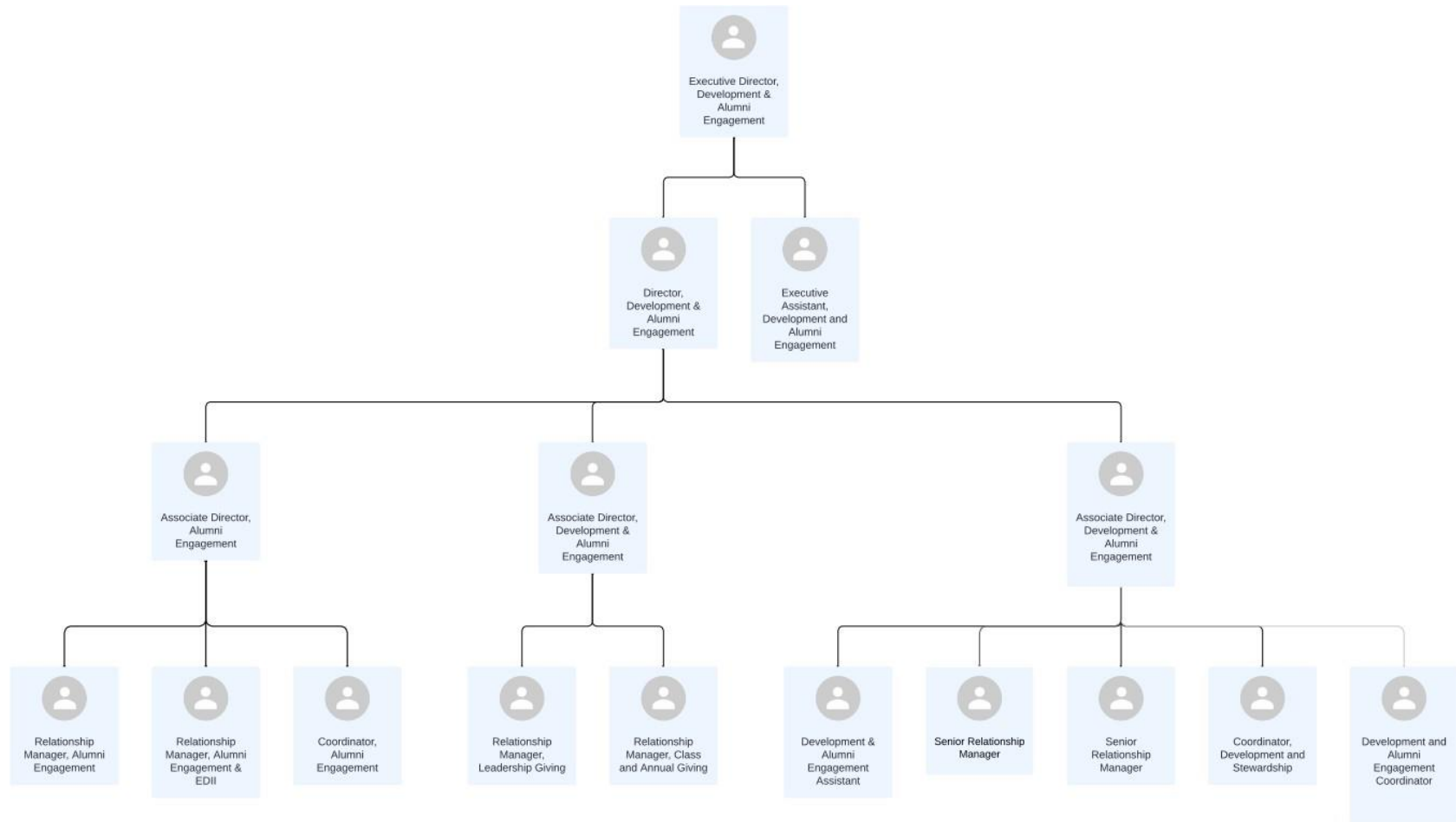
In terms of housing, Kingston is much less expensive than major Canadian cities such as Toronto and Vancouver. According to the Canadian Real Estate Association (CREA), the benchmark price for single-family homes was \$552,600, down by 15.9 per cent on a year-over-year basis in February, while the benchmark apartment price was \$413,900, a slight gain from February 2022. CREA reports that active residential listings numbered 601 units on the market at the end of February, more than double the previous year.

ORGANIZATIONAL CHARTS

Smith School of Business Executive Committee



Smith School of Business Advancement Team



Office of Advancement Development Leadership Team

